



Atyaasaa

KNOWLEDGE BEANS

A HUMAN RESOURCE NEWSLETTER

ABOUT ATYAASAA

Atyaasaa Consulting Private Limited is a leading Human Resource Training & Consulting Organization partnering with some of the best brands in the country and overseas. Atyaasaa has been a catalyst and a contributor in their quest for people development and business excellence. The core differentiator of Atyaasaa process is continual innovation, unique customization and use of state of the art technology tools. These are implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.



ATYAASAA
AWAKENING HUMAN EXCELLENCE

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IN THIS MONTH



THE OD CONNOISSEUR'S ORATE

Professor Rimmi Joneja and Natasha Baisiwala write about 'Loyal Employees vs. Performance Driven Employees - an Organizational Dilemma'



THE OD ENTHUSIAST'S ORATE

Manasi Agarwal, discusses 'Tenure Does Not Equal Loyalty'



THE OD FOLLOWER'S ORATE

Atul Kanknala, presents his views on 'Known Devil is Better than Unknown Monster'

THE OD CONNOISSEUR'S ORATE ... Prof. Rimmi Joneja, Natasha Baisiwala

ORGANIZATION DILEMMA: LOYAL EMPLOYEES VS. PERFORMANCE DRIVEN EMPLOYEES

Prof. Rimmi Joneja is Associate Dean - Human Resources with Prin. L.N. Welingkar



Institute of Management Development and Research, Mumbai. She has 33 years of working experience in various industries: education and corporate. She was also associated with UNICEF education for 3 years on one of their education projects. She is also a soft skills corporate trainer for senior and middle level managers.

Natasha Baisiwala is a literature and management graduate with 8 years of extensive experience in HR management with media and advertising industry. She is presently associated with NDTV group as Manager HR.



There is a dilemma most of the organizations go through especially in today's times. Organizations often confuse loyalty with tenure. Organizations that rate tenure higher than performance as a measure for employee evaluation are in for big trouble. At the same time organizations are seen grappling with either declining loyalty leading to employee turnover issues and/or high loyalty/commitment leading to sustenance of mediocre performers.

What is pertinent for the organizations is to understand how the employee's commitment and loyalty influence their performance/productivity. High performance workplaces focus on commitment and *continued next page ►►*

THE EDITOR'S MESSAGE

Organizations today struggle to keep a tacit balance between performance and loyalty of employees. Whereas these characteristics do define the health of an organization, the conventional thought pattern regarding length of tenure to go along with performance has taken a back seat. This is since individuals now choose to 'move on' in order to either look for challenge or to fulfil personal goals.

In a scenario where the stability of an organization matters the impact of capable/productive manpower and their tenure; job satisfaction, orientation, engagement, counselling, work environment and coaching is critical. Other human traits and their handling also play a vital role in the overall growth of that organization.

The theme of the next issue of Knowledge Beans will be 'The art of managing performance'. If you share a passion for the topic and have a flair for writing, do send us your 300 word article with a brief profile along with your photograph in jpeg format to atyaasaeditor@atyaasaa.com

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ORGANIZATION DILEMMA: LOYAL EMPLOYEES VS. PERFORMANCE DRIVEN EMPLOYEES - Prof. Rimmi Joneja, Natasha Baisiwala

loyalty linking it to various best practices and finally to performance. It is essential for organizations today to make an extra effort to retain talent and increase employee loyalty thus increasing the performance. They need to take out time to understand what employees need and then provide it to them.

One of the most sought after skill that is becoming the focus of the hour is development of coaching skills among managers and organizations. It is essential for the managers and organizations to walk the talk but also know how to get the very best from people and act in a way that inspires their trust.

Traditional concept of loyalty of employees is passé. Employers today don't consider this as a major factor while taking tough business decisions like lay off. It is now a two way process wherein employees need to be loyal to self and organizations need to extend a culture to foster this.

Thus, loyalty, engagement and performance are inter-linked and inter-dependent. They cannot be taken for granted. Infact, they create a high performing culture with rewarding outcomes for the organization, especially where monetary reward is no longer valued by employees. **E**



THE OD ENTHUSIAST'S ORATE

Manasi Agarwal

LOYALTY VS. PERFORMANCE - TENURE DOES NOT EQUAL LOYALTY

Manasi Agarwal is a learning and development professional with 6 years of experience. Currently working with NDTV, she has a double Masters from UK, is passionate about uncovering the human potential.



A topic as broad as this requires some de-layering to clarify meanings and constructs. To opine one would need the thinking cap in the right place. Hence I ask some pertinent questions to set the ball rolling.

- Is tenure the same as loyalty?
- Is it loyalty towards the organization, the job or the manager that matters most?
- How does performance change in its meaning for the 'loyal lads' and 'performance panthers'?

Let us begin with looking at what's happening in the world of work today. Business is struggling with policy paralysis and margins are getting thinner by the day. The business has to do more, with less.

The bottom line is effectiveness, result orientation and going the extra mile. So do 'loyal employees' seem like the need of the hour? Yes they do.

Who is loyal: An employee who has been with the organization for a long time but is an average-performer or a less tenured employee who always goes the extra mile and consistently meets/exceeds expectations? Clearly, tenure does not equal loyalty.

In today's volatile environment, it's a 'how much you give till the time you stay?' If the equation is tilted in the favour of the organization, the employee is bound to benefit from it too. The manifestations may be in form of promotion, hike, development and mobility.

What will create these loyal employees within the system? Mutual benefit, trust and a clear answer to 'what's in it for me'. This would in turn come from, fair, transparent, performance reward mechanisms within the organization. The manager clears the fog; the job provides the path and the organization unfolds the larger vision. Hence loyalty to all three matter.

Thus, loyalty and performance aren't really two sides working against each other...one feeds the other. Recognition of performance will further the cause of loyalty. Loyalty with a performance orientation is a win-win for all. **E**



THE OD FOLLOWER'S ORATE

Atul Kanknala

LOYALTY VS. PERFORMANCE - A KNOWN DEVIL IS BETTER THAN UNKNOWN MONSTER

Atul Kanknala is a HR professional with over 14 years of experience having a comprehensive exposure to various facets of people management. Currently Atul is part of senior management group with an expanding organization. Atul has handled various verticals and also established start-ups where he contributed towards organizations growth and success relentlessly. He has been providing strategic and functional support on different aspects of HR while positioning HR as strong business partner.



Job loyalty is considered a premium in today's times. Gone are the days when employees used to superannuate from the organization they joined in their early 20's. Today times are dynamic and hence the job loyalty criterion is absolutely fluid. Performance on the other hand is purely case to case.

Job loyalty was prominent in the yester years till the 1950s. The ideology was to superannuate from the same firm irrespective whether it was government or private. The opportunities for growth being sluggish, people derived satisfaction from being in their comfort zone. Post-independence and more so after the 70's and 80's; the dynamics changed drastically when performance based MNC and corporate cultures started taking roots and presented more opportunities for employee advancement - both career wise and monetarily.

Performance has always been a subjective topic and a debatable one. Performance sometimes unfortunately is perceived to be based on the connections and links a professional has in today's fast moving times whereas sincerity and hard work seem to seldom getting appreciated. These aspects have changed the equations of job loyalty vs. performance.

Challenging and complicated time is round the corner. Measuring systems seem to have more to do with managing egos, whims and fancies of people rather than taking the organization to the next level. Absence of co-ordination, cordial employee relations, harmony, lesser stress levels, minimized personal conflicts and a host of other factors contribute to employee dissatisfaction and induce job hops.



But as the saying goes "A known devil is better than unknown monster" - if the relationship improves between the stakeholders - it would directly result in ensuring both job loyalty and performance. But only time would tell as effects of soured relations mostly result in high undesired attrition and a host of other challenges.

As organizations aim to become more profitable and leaner across the globe, the backbone of organizational health needs to be strengthened at the right time to foster high performance; else the future remains uncertain for organizations as they would cease to exist if they do not pay heed to these factors moving ahead.... **E**



BEAN STATEMENT

Prioritizing loyalty over performance would be a business disaster. Best would be to prioritize individuals who show a positive correlation in these two factors.